

OFFICE MEMORANDUM

May 27, 1955

To: O - Mr. Loy W. Henderson  
From: FSI - Harold B. Hoskins  
Subj: General Principles Underlying Proposed FSI Formal Training Program for FY 1956.

This memorandum summarizes the conclusions that you, Mr. Hare and I reached on 20 May 1955. It also includes constructive suggestions offered by various Department officers, including PER, and supplements some field ideas re training which were included in my memo to you of 9 March 1955.

The general principles outlined below are those that we felt should underlie our expanded training program for FY 1956 and should represent our objective even if not in every instance immediately attainable:

A. On the Part of the Individual

1. a. Every Junior should, before assignment to his first foreign post, have a good command of
  - (1) one so-called "world" language: French, German, Spanish, or Italian
  - or
  - (2) some other foreign language.

If he does not have this asset before entering the service, he should be required immediately following his Junior career 3-month course to take at least one additional month of concentrated language work before he is sent to his **first** foreign post. Also, passing successfully an examination in at least one foreign language, as called for by current requirements, should continue to be a prerequisite for promotion out of Class 6.

- b. At his first foreign post, a Junior FSO should be encouraged to study the language of the country to which he is assigned, or if his Chief of Mission approves, a locally useful world language. Arrangements for taking languages locally are being set up at various Foreign Service posts in line with Circular Instruction CA-4958 of February 1, 1955.
2. If a Junior FSO's first assignment is the Department, he should take one week's basic orientation only. Then when he is definitely scheduled for field duty he should, before going to the field, be required to take the full 3-month Junior career basic course. If possible, he should also have at least one additional month of concentrated language training. This should be in the language of the

country ...

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country to which he is assigned or in a locally useful world language. Also, while serving in the Department and before assignment abroad, a Junior FSO should be encouraged to study a world language or to continue study of the language that he presented for entry into the Service.

3. The objective of training at intervals, with its break from daily operating responsibilities, is the very practical one of making the trainee, as a result of his training, a more effective FSO in his future service of the Government. It is not a reward for past accomplishment.
4. Formal training should be part of a long-range plan, not necessarily fitted in because of home leave, unless such a combination happens to fit an officer's overall plan of career development.
5. Training experience at intervals should be given full weight in consideration for promotion to a higher class. A careful report on every trainee's accomplishment, attitude and aptitude during training should be submitted by FSI to PER for inclusion in his personnel file before this is sent to selection panels considering promotions.
6. Since training is primarily for the benefit of the Government, the training period should not be one of diminished allowances for the trainee. On the contrary, it should, where necessary, be one of increased allowances to help cover any increased expenses so that neither the trainee nor his family will suffer any undue financial drain as a result of his taking training.
7. In every FSO's career, there should be required two short, concentrated periods of training:
  - Junior, as an FSO-5-6;
  - Mid-career, as an FSO-3-4;and one suggested period
  - Senior, as an FSO-1-2.

As presently contemplated, each of these periods of training will be full time for three months.

8. Trainees, when ordered to take a required career training course indicated in 7 above, should, if abroad, be brought back expeditiously to the United States and wherever feasible without uprooting their families overseas. This will allow them to take their 3 months training and be back at their posts in less than 4 months.
9. The basic criteria used in the selection of each individual who is chosen for an extended period of specialization (6 to 30 months) in language, area, or functional training as well as a detailed record of his training achievement should be included in his personnel record. This in turn will be reviewed in connection with possible promotion or with his later assignments.

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B. On the Part of the State Department

1. There should be a clear recognition by top-level officers in the Department that, in the long-run interest of both the individual and of the Department, the two required training periods, outlined in 7 above, should, except in emergency cases, take precedence over regular work assignments.
2. Foreign Service Regulations should also be revised in accordance with 7 above so that unless specifically excepted by the Secretary, these two periods of training should have been completed before an FSO becomes eligible for promotion to the next higher class. The Secretary's authority to make exceptions may be delegated by him to the Director General of the Foreign Service or to any other officer whom he may designate.
3. More complete records readily available in Washington on the education, training, experience and interest of every FSO are now in the process of collection by PER and are scheduled to be available by August 1955. This is an excellent step and FSI will plan to make use of such information as soon as it becomes available.
4. There should be the closest cooperation between PER, FI (Inspection), and FSI so as to insure maximum use by the Government of any special qualifications which an FSO had originally or which he has acquired through training. The time and expense of longer periods of training should not be incurred if there is no prospect of the Foreign Service needing or using these skills.
5. All Foreign Service Staff and Reserve Officers should receive appropriate training, in keeping with the training policy outlined above for Foreign Service Officers, to equip them for more effective performance in their work assignments. Such training courses are already available in consular and administrative fields.
6. For clerical and stenographic personnel, orientation courses, shorter and different from those given to officers, should be given on their entry into the Service and prior to permanent assignment in the Department or overseas. It should also be borne in mind that in many instances personnel who have entered the Service in clerical or stenographic capacities may be so developed that, if they apply, they can be transferred to the Officer Corps.

After some further checking and, unless you have some further suggestions, we plan to develop our training program for FY 1956 along the lines of these principles and as indicated on the attached summary.

Attachment:

Proposed Training Program for FY 1956.

PROPOSED FOREIGN SERVICE FORMAL TRAINING PROGRAM FOR FISCAL YEAR 1956

Category of Training	Trainees	Compensation	Place and Length of Training	Summary of Content
<u>I. Orientation and Counseling (one month or less)</u>				
A. Departmental Orientation	Required of all new officer and clerical personnel.	Regular salary	Washington FSI 1 week	Organization and functions of Dept. Emphasis on intra-Dept and Dept-field relationship.
B. Basic Orientation	Required of all new FS personnel except FSO-6. Includes personnel of other agencies engaged in overseas activities. Includes wives and adult dependents.	Regular salary	Washington FSI 1 month full time	Introduction to Dept and FS including general functional and area briefing for region of assignment.
C. Reorientation	Required of all personnel returning to Washington either for assignment or for transfer.	Salary plus per diem in connection with consultation.	Washington FSI Up to 1 week full time.	Briefing on new regulations, policies, procedures, and inter and intra Dept relationship.
<u>II. General Career Training (three months)</u>				
A. Junior FSO	Required of all new FSO-6.	Salary plus training allowance.	Washington FSI 3 months full time as a unit.	General introduction to FS career covering operating procedures, functional duties, foreign policy objectives and language of post of assignment or common world language.
B. Mid-career FSO	Required of all FSOs at approximately Class 4 level.	Salary plus per diem.	Washington FSI 3 months full time.	Intensive review of problems of US. Formulation of US policy in its bilateral and multilateral aspects. General training for increased responsibility.
C. Senior FSO	For selected FSOs at approximately Class 2 level.	Salary plus per diem.	Washington FSI 3 months full time.	Policy planning and executive experience at regional or Dept level. Political, economic and strategic "game exercises" in cooperation with senior officers of other agencies involved in foreign affairs.
<u>III. Special Short Courses (not more than 3 months)</u>				
A. Language	Available to all personnel upon application.	Regular salary.	Washington FSI 3 to 6 months part time (1 to 2 hours per day)	Language training not related to other courses. Emphasis on world languages.

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B. Language, additional	Available to FSO-6 upon application.	Salary plus training allowance.	Washington FSI 1 or 2 months full time	Additional language training to follow 3 months Junior FSO career training course II.A.
C. Special skills	Available to all personnel upon application.	Regular salary.	Washington FSI 1 to 3 months part time.	Courses in reading rate improvement, public speaking, conference leadership, etc.
D. Consular	Available to FS personnel assigned to consular work.	Regular salary.	Washington FSI 2 to 4 weeks part time.	Study of visa, immigration, citizenship, notarial and shipping services.
E. Management	Available to administrative officers and their principal assistants.	Regular salary.	Washington FSI Up to 2 months full or part time.	Lectures and discussions on administrative operations of a post.
F. Advanced Management	Available to principal and deputy principal officers.	Regular salary	Washington FSI Up to 2 months full or part time.	Intensive briefings on responsibilities for executive direction of a post.
G. Seminars	Available to officer-level personnel upon application.	Regular salary	Washington FSI 1 to 3 months part time.	Lectures and discussion of policy issues, areas, and strategic issues.
<u>IV. Specialization at Universities and War Colleges (usually an academic year)</u>				
A. Area Specialization (including language)	Selective for FSO-4 and 5.	Salary plus training allowance.	Washington FSI, universities and field schools, 9 to 30 months full time.	Graduate training to meet specialist requirements.
B. Economic Specialization	Selective for FSO-4 and 5.	Salary plus training allowance	Universities in US or abroad. 9 to 12 months full time.	Graduate training to meet specialist requirements.
C. Political Science Specialization	Selective for FSO-4 and 5.	Salary plus training allowance	Universities in US or abroad. 9 to 12 months full time.	Graduate training to meet specialist requirements.
D. Management Specialization	Selective for FSO-2, 3, and 4.	Salary plus training allowance	Universities in US 3 to 9 months full time.	Graduate training in advanced management, executive development and public administration.

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E. War Colleges	Selective for FSO-3 and above	Salary plus training allowance	US, Canada, UK, UN, etc.  9 months full time.	General study of strategic problems involved in US foreign policy.
<u>V. Field Training</u> (Indefinite time)				
A. Job Rotation	Required of all new FSO-6.	Regular salary.	At first post of assignment.	Planned job rotation during initial assignment to provide on-the-job training. (For complement purposes, it is suggested that 2 trainees be regarded as equivalent of one officer.)
B. Post language (operated under FSI guidance)	Available to all personnel (including other agencies)	At Govt expense. Primarily on Govt time.	At posts of assignment.  Part time up to 2 years.	Text material for individual study. Classes for beginning or intermediate language study. Tutoring for special students.
C. Supervisory (on-the-job)	Available to all supervisors.	Regular salary.	Post of assignment.  Indefinite time.	Guidance and assistance for supervisory personnel.
D. Correspondence courses	Available to all personnel upon application.	At Govt expense. Primarily on non-Govt time.	Washington or post.  Indefinite time.	Extension courses covering selected fields.